DOCUMENT RESUME

ED 269 793 CS 209 772

AUTHOR Pincus, J. David; Rayfield, Robert E.
TITLE The Relationship between Top Management Communication and Organizational Effectiveness.
PUB DATE Aug 86
NOTE 34p.; Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (69th, Norman, OK, August 3-6, 1986).
PUB TYPE Speeches/Conference Papers (150) -- Reports - Research/Technical (143)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Administrators; *Communication Research; Communication Skills; *Employee Attitudes; *Employer Employee Relationship; *Job Satisfaction; Organizational Climate; *Organizational Communication; *Organizational Effectiveness

ABSTRACT

A study examined the notion that employees' perceptions of communication between an organization's top managers and its employees influences certain key organizational variables in differing and predictable ways. Specifically, the study investigated whether employees' perceptions of top management communication were related to their job satisfaction and job performance and whether their communication relationships with their immediate supervisors were more strongly related to their satisfaction and performance than their communication relationships with top managers. Subjects, 327 nurses, completed modified versions of the Communication Satisfaction Questionnaire and the Job Description Index, and a job performance evaluation questionnaire. Results indicate that employees' perceptions of top management communication are positively related to their job satisfaction, and to a lesser extent, to their job performance. The findings confirm the belief that employees' perceptions of their communication activities with their immediate supervisors is of primary importance; however, top management communication appears to have a simultaneous and substantial impact on employees' work attitudes and job performance. (FL)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED269793

THE RELATIONSHIP BETWEEN TOP MANAGEMENT COMMUNICATION AND ORGANIZATIONAL EFFECTIVENESS

a paper by

J. David Pincus, Ph.D.
Assistant Professor

and

Robert E. Rayfield, Ph.D., APR
Associate Professor

Department of Communications
California State University, Fullerton
Fullerton, California 92634

to

The Public Relations Division
Association for Education in Journalism
and Mass Communication

1986 Convention
Norman, Oklahoma
August 1986

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

X This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

CS209772

PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Robert E. Rayfield

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

THE RELATIONSHIP BETWEEN TOP MANAGEMENT COMMUNICATION AND ORGANIZATIONAL EFFECTIVENESS

INTRODUCTION

Organizational communication researchers have long been concerned with the effects of managerial communication on employee job satisfaction and other organizational effectiveness variables, such as job performance. This line of study has been focused to a great extent on the critical immediate supervisor-employee communication relationship. A facet of managerial communication that has been overlooked, however, is top-level management's communication relationship with and impact on other organizational members. Several recent research efforts have uncovered limited, yet encouraging evidence that upper management's communication activities may influence employees in distinct ways.

This paper discusses current research and relates a field study in top management communications. In general, it examines the notion that employees' perceptions of communication between top managers of an organization and its employees influences certain key organizational variables in differing and predictable ways.

Management concepts usually categorize organizations in four hierarchical levels: (1) general management (president and board of directors); (2) coordinating management (project managers,

staff and functional managers); (3) direct supervision management (group leaders, immediate supervisors); and (4) employees (line workers and others without supervisory positions).[1] Top management includes all members of general management and members of coordinating management through the vice presidential level. The latter apply because they have overall control and company-wide direction of segments of the corporation. The vice president for production, for example, controls all aspects of production on behalf of the organization. Top management is most concerned with organization-wide issues such as defining the enterprise, forecasting, major allocations, selection of key people, setting the moral tone, direction of external and internal information flows and persuasions, and evaluations.[2] Top management communication, as used in this study, encompases employees' perceptions of top management's actual purposive communications activities and top management as a credible source of communication.

BACKGROUND

Organizations employ communication programs to inform organizational members of what is expected of them and within what parameters these expectations need to be accomplished; to persuade members to work with efficiency and economy; and to learn how well these communications were received and accepted (feedback). Management has long expressed interest in determining how effective communication is and specifically how to improve it. Numerous studies have been conducted

toward this end, especially in the last decade.[3] Most pertinent research has shown that communication is positively related to job satisfaction (a measure of the individual's response to his or her work environment).[4] Other research has shown that communication can affect job performance "in some cases."[5] Predictably, "seldom, however, will communication alone be sufficient to bring about satisfaction or improved performance."[6]

Superior-Subordinate Communication:

The major portion of the considerable body of research on communication's relationship with key organizational outcome variables has concentrated on immediate supervisor-employee communication. The thrust of these studies has revealed the major influence of superior-subordinate communication on employee job satisfaction.[7] In their state-of-the art review of organizational communication research, Goldhaber et al. found that one of the "most important predictors" of employee job satisfaction is an employee's organizational communication relationship with his or her immediate supervisor.[8] And based on findings in a substantial number of studies, Richmond et al. concluded that ". . .communication between supervisor and subordinates does have an important impact" on increasing productivity and satsfaction.[9]

A major difficulty in analyzing research in this area, however, is that "superior" is usually meant to indicate either the employee's immediate supervisor or some combined mix of immediate and higher level supervisors. In a number of studies,

the distinction among various levels of management is not clear at all. Very little research has been done to evaluate the characteristics and effectiveness of top management communication.

Perceptions of Top Management: Several recent studies have demonstrated and discussed the existence of a significant link between employee perceptions of top-level management in general -- which presumably incorporate some communication activities -- and employee work attitudes.

The most comprehensive look at the impact of employee perceptions of top management is reported by Ruch and Goodman. It concerns a 1970s survey of some 3,500 non-skilled hourly-rated employees of General Motors, randomly drawn from 14 plants around the country.[10] Secondary analysis of the data revealed that "the employees' view of top management. . .had the greatest single impact on worker job attitudes of all the factors studied."[11] Two other studies cited by Ruch and Goodman reinforced this finding. Sen and Holtfeter surveyed professional auditors from eight top public accounting firms and reported that "how auditors viewed top management had the greatest single impact on a positive work attitude over all other factors in that work environment."[12] The authors also cited the 1982 Opinion Research Corporation special report for evidence. Said they: "ORC findings indicate that employees' general lack of confidence in top management is translated into specific perceived problems"

such as lack of adequate training, poor cooperation between departments to avoid duplication, poor design of work to minimize destructive stress, and increased willingness to keep ineffective workers on the payroll.[13]

Support for Top Management Communication. Anecdotal material supporting the notion of the importance of "management" or "supervisor" or "top management" communication abounds throughout the literature. For example, as early as 1938, Barnard said the first executive function is to develop and maintain a system of communication.[14] Decades later, Tubbs and Hain found "consistent and strong support for the assumption that management communication behaviors do play a significant part in contributing to or detracting from total organizational effectiveness."[15] In 1977 Hamley said that internal communication had become a "major top management responsibility relating directly to the success and survival of the organization. . ."[16] A year later Dunk concluded that "the majority of (the CEO's) time is now spent on external communication."[17]

Top managers themselves have rather consistently indicated a belief in the effectiveness of their communications, despite a lack of consistency in their organizational communication efforts. Sperry Rand Corporation CEO J. Paul Lyet regarded it ". . as one of the most important facets of my job."[18] General Motors Chairman Roger Smith has maintained that communication "should be treated with as much thoughtful planning and attention as quality and finance, engineering and manufacturing."[19] Dupont CEO Irving

Shapiro said "no other item on the chief executive's duty list has more leverage on the organization's prospects."[20] Chrysler CEO Lee Iacocca maintains that "the only way you can motivate people is to communicate with them."[21]

Many other top managers, however, do not find employee communication important enough to merit their time. Research has shown this neglect to be important. Goldhaber et al. found "information from top management. . .of lower quality than that from other key sources."[22] In a 1982 survey of 32,000 workers in 26 U.S. and Canadian companies by the International Association of Business Communicators, workers ranked top management 11th of 15 as regular sources of information, but considered them third most important, after immediate supervisors and small group meetings.[23] In a 1982 special report on human resource management, Opinion Research Corporation indicated that employees were increasingly dissatisfied with their companies as a whole and with top management. Comparing 1982 worker attitudes with those of the late 1970s, ORC found that employees felt top management had become more isolated from them and less responsive to their needs.[24]

TOP MANAGEMENT COMMUNICATION RESEARCH

Available information and logic suggest that employee perceptions of top management's communication will -- as has research on immediate supervisor-employee communication -- substantially influence how employees view their jobs and

organization. Relatively little empirical research, however, has been done on the precise nature and influence of top management communication. The bulk of reported data on this topic are ancillary findings of studies into broader areas of communication. Nevertheless, analyzed studies suggest that top management communication may be a singularly important influence on employee job satisfaction and performance.

Penley and Hawkins' 1979 study of communication consistency found that, when communication from top management and immediate superiors was consistent, "expectancy variables function significantly in predicting employee performance."[25] Everly and Falcione, in a study on perceived dimensions of job satisfaction for nurses, found the first of four factors, "Relationship Orientation," to account for 23.7 percent of total variance. Its loadings for relations with general supervisory personnel (.74) was equal to that for relations with fellow workers and higher than that with immediate supervisors (.62).[26] Gruenfeld and Kassum, in a study of 82 nurses and supervisors (up to Director of Nursing) found that supervisors combining high levels of task and socio-economical orientation were more likely to provide higher levels of satisfaction among subordinates, resulting in better patient care.[27] Despite the confounding of types of supervisors in these studies, there are indications that managers at different levels in an organization can influence communication variables and in different ways.

RESEARCH HYPOTHESES

A summary of research on and related to top management communication reveals much promise, but little substance. Top-level management's communication activities are thought to be important to job performance. Nevertheless, the preponderant research suggests that the strongest factor influencing employee job satisfaction and performance is the employee-immediate supervisor communication relationship. The following hypotheses, which are suggested by the research viewed thus far, are tested in this study in an effort to measure employee-top management communication relationships:

H(1): Employees' perceptions of top management communication will be positively related to employees' job satisfaction.

H(2): Employees' perceptions of top management communication will be positively related to employees' job performance.

H(3): Employees' perceived communications relationships with their immediate supervisors will be more strongly related to their job satisfaction than will be their perceived communication relationships with their top managers.

H(4): Employees' perceived communication relationships with their immediate supervisors will be more strongly related to their job performance than will be their perceived communication relationships with their top managers.

There is also some evidence that top management-employee communication may play a unique role in organizational communication; that is, certain communication functions are best fulfilled by top managers. These functions might include building organizational trust and credibility, a sense of security, and organization-wide recognition of employee accomplishmemts.[20] In large business organizations today, many

top managers are by necessity attempting to move closer, both psychologically and structurally, to their employees. Employees seem to want the "big picture" from those at the top. And top managers are growing more aware of the need for communication not only to instruct and inform, but to build an understanding and loyalty between the organization and its members. Hypothesis five tests the notion of the different role of the top manager in organizational communication:

H(5): Employees perceive distinctly separate and different communication needs with their immediate supervisors than with their top managers.

In short, the time is ripe for comprehensive study into the nature, structure and potential effectiveness of top management communication. The discussion of the study that follows, which is a portion of a broader-based research into communication satisfaction, is intended as a first step into the unfolding area of top management communication.

METHODOLOGY

Sample

The sample consisted of 327 professional nurses at a large urban East Coast teaching hospital. With a 66 percent response rate, the sample included the vice president of nursing, nursing supervisors, head nurses, asssitant head nurses, registered nurses and licensed practical nurses. The sampling frame of 496 was developed by comparing nursing department time sheets with a

payroll computer printout listing all hospital employees by unit and job code. During the initial on-site data collection phase, 298 questionnaires were returned. A follow-up data gathering effort several weeks later generated 29 additional returns.

Instrumentation

Data were collected via three instruments: (1) a modified version of the Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen, (2) a modified version of the Job Description Index (JDI) developed by Smith et al., and (3) a job performance evaluation questionnaire developed for use in this study, designed to be completed by supervisors for each employee reporting to them.[27] The communication satisfaction construct, as originally conceived, was composed of eight separate dimensions (five items per dimension): immediate supervisor communication; horizontal/peer communication; subordinate communication; personal feedback; communication climate; media quality; organizational perspective (information about organization-as-a-whole); and organizational integration (information about one's job). A new ninth dimension -- top management communication -- was developed for use in this study. This dimension was comprised of five perceptual sub-areas: believability of communication, directness of communication, listening, caring about employees and openness/honesty of communication. The JDI, which measured respondents' job satisfaction, was made up of five dimensions (six items per dimension): the work itself, pay, promotions, co-workers,

and immediate supervisor. The job performance questionnaire was comprised of seven single-question dimensions: quantity of work, quality of work, knowledge of job, judgment/decisions, teamwork, interpersonal communication skills and emotional control.

Multidimensional and global measures of communication satisfaction, job satisfaction and job performance were collected. The scale for each instrument was modified from the original Likert scale to be a continuous 0-100 point probability scale. The communication and job satisfaction questionnaires requested respondents' perceived satisfaction with and importance of specific items. Satisfaction and importance ratings were combined into importance-weighted satisfaction scores prior to data analysis. Several open-ended questions were asked in hopes of obtaining additional explanatory information. The instruments were pre-tested among a cross-section of nurses and nursing managers, prompting only minor revisions in language and reevaluation of several questions.

All instrument subscales were found to be internally consistent. Subscale reliability estimates (Cronbach's alpha) of the communication satisfaction instrument ranged from .67 to .92, with the median .80. The reliability of the top management communication subscale was .92. Job satisfaction questionnaire subscale reliability estimates ranged from .73 to .84, with the median .80. And the job performance scale, which consisted of single questions for each dimension, had an overall reliability

estimate of .93.

Administration

The bulk of the data collection occurred on-site, using sealed drop boxes on each floor of the hospital, during a predetermined 24-hour weekday period. All nurses were given sealed packets containing the communication and job satisfaction questionnaires and were asked to complete them during their shifts that day and return them to the secured drop-box on their floors. Job performance evaluation questionnaires were distributed to nursing supervisors and head nurses several hours later, and they were asked to follow the same procedure.

A follow-up data collection effort took place several weeks later. The only difference in the follow-up procedure was that returns were mailed to the researcher in postage-guaranteed envelopes. While only 29 additional communication and job satisfaction questionnaires were returned during this phase, 35 percent of the supervisors' performance evaluations ultimately obtained were received as a result of the follow-up effort.

RESULTS

This paper discusses only those findings from this comprehensive study of communication satisfaction that are directly related to the effects of employees' perceptions of top management communication on their job satisfaction and job performance. Complete results of the study are available from

the first author.[30]

In our view, top management communication is an integral component in the subordinate-management communication chain, an area that has been the target of considerable research during the past 20 years. Therefore, although the focus of this study is on the covariates of top management communication, this paper--for comparitive purposes, and to lend perspective to the discussion--refers to both the top management and immediate supervisor communication relationships.

The analysis of data pertinent to the relationship of top management communication to organizational outcome variables includes the following areas: (1) a comparison of communication satisfaction and importance mean scores among all nine dimensions of communication satisfaction, (2) Pearson product-moment correlation analysis was employed to test the magnitude and direction of the relationship between top management communication and key global outcome measures, and (3) a canonical correlation analysis was used to evaluate the relationship between the sets of multidimensional measures of communication satisfaction and job performance.

Generally speaking, in this study the professional hospital nurses reported substantial dissatisfaction with their top management's communication efforts; moreover, nurses' perceptions of top management communication were significantly related to overall job and communication satisfaction. Data on the

nurses were less clear but also encouraging regarding the communication relationship with job performance. These results emphatically suggest, however, that employees do distinguish between and maintain different expectations of their immediate supervisory management's communication and top-level management's communication.

Data Comparisons:

Interestingly, among the nine dimensions of communication incorporated in this study, respondents reported the least amount of satisfaction with top management communication (mean = 32.8) and the most satisfaction with immediate supervisor communication (mean = 72). See Table 1. Despite this substantial difference in mean satisfaction scores, nurses viewed as important both supervisor (mean = 93) and top management communication (mean = 86). Yet the data indicate an enormous gap between nurses' satisfaction with and attached importance to top management communication. The difference between respondents' communication satisfaction and communication importance average scores was 54 on top management communication and 21.6 on immediate supervisor communication. See Table 2.

This apparent unhappiness with upper level management's communication activities conforms to that of several other studies that reveal employees' increasing desire for more and higher quality communication from top level executives.[31] This point was further reinforced in the open ended responses of 75

percent of the sample (N = 247) concerning areas of communication most in need of improvement. These comments, reflected in representative suggestions noted in Table 3, emphasize the nurses' desires for greater two-way communication with hospital administrators.

Correlation Analysis:

Top management communication -- when isolated from the eight other dimensions of communication satisfaction -- was found to be highly correlated with job satisfaction, but not with job performance (Hypotheses 1 and 2 respectively). Pearson product-moment correlation analysis reveals a positive relationship between top management communication and global job satisfaction ($r = .33$, $p<.001$) and with global communication satisfaction ($r = .54$, $p<.001$). In addition, top management communication was shown to be significantly related to three other communication dimensions: (1) organizational perspective, or information about the organization-as-a-whole ($r = .61$, $p<.001$); (2) organizational integration, or information about the job ($r = .56$, $p<.001$); and (3) horizontal or peer communication ($r = .34$, $p<.01$). This finding suggests that employees may look to top management for certain types of information about their jobs and the organization -- information different from that which they receive from or share with their immediate supervisors or co-workers (Hypothesis 5).

The Pearson correlations did not, however, uncover a

significant relationship between top management communication and global job performance (Hypotheses 2 and 4). This correlation was was only $r = .03$, $p<.36$. Of the nine dimensions of communication satisfaction measured, only immediate supervisor communication ($r = .21$, $p<.05$) and communication climate ($r = .12$, $p<.05$) were significantly correlated with overall job performance (Hypotheses 2 and 4). As has been noted, the communication-productivity link has not been shown to be consistent.

Canonical Correlation Analysis

In order to compare the relationships between the multidimensional sets of communication satisfaction, job satisfaction and job performance, canonical correlation analysis was used. In this analysis two sets of linear composites are formed-- one for the independent variables and one for the dependent variables -- so that correlations will yield the maximum possible covariance between the specific sets of data.

The comparison of communication satisfaction and job satisfaction yielded three statistically significant variates. The first, with a canonical correlation of .69 that explained 48 percent of the variance ($p<.001$), received its major contribution from the immediate supervisor communication dimension (.97, $p<.001$). The second variate (.42, $p<.001$, rsq = .17) was largely explained by the strength of top management communication (.78, $p<.001$). The third variate (.36, $p<.003$, rsq = .13) was most

influenced by the horizontal communication dimension (.80, $p<.001$). See Table 4.

The communication-job performance canonical analysis yielded one significant variate (.44, $p<.05$, rsq = .19). Each of the dimensions of communication satisfaction was positively and significantly ($p<.001$) related to this variate. Although the strongest communication contributor was clearly immediate supervisor communication (.83), five other communication dimensions, including top management communication (.64) substantially influenced the composition of this variate (.60 or higher). It would appear that no single communication dimension or set of dimensions substantially explains the communication-job performance relationship (Table 5).

The canonical correlation analysis convincingly demonstrates the overriding influence of perceptions of immediate supervisor communication on employees' job satisfaction and job performance. Similarly, these data reveal a separate and moderately strong relationship between perceptions of top management communication with job satisfaction, and a weaker, yet generally positive link with job performance.

CONCLUSIONS

Overall, the tests reveal significant statistical support for each of the stated hypotheses through at least a portion of the analyses, with the weakest support being provided for

Hypothesis 2. Results provide a fairly solid foundation for two general conclusions about the role of top management communication within hierarchical organizations:

(1) Results of the study support the notion that employees' perceptions of top management communication are positively related to their job satisfaction, and to a less certain extent, to their job performance. While findings confirm the widely-accepted conclusion that employees' perceptions of their communication activities with their immediate supervisors is the primary influence, top management communication appears to have, nevertheless, a simultaneous and substantial impact on employees' work attitudes and performance on the job. Such a finding does not diminish in any way the importance of the employee-immediate supervisor communication relationship; rather, it broadens our understanding of the managerial communication paradigm.

One implication underscored by the emergence of this separate and apparently distinct communication relationship may be the need to develop communication strategies designed solely for top-level managers -- strategies that may vary from those designed for immediate supervisors and middle managers.

Interest in the phenomenon of top management communication appears to be gaining momentum. And with this rising interest have come pieces of empirical evidence of the positive effects of top management communication. Two studies in particular, reported after completion of this one, lend additional support to

the notion of the positive influence of certain elements of top management communication on employee job performance and job satisfaction.[32]

(2) Employees appear to have differing expectations of their communication relationships with their immediate supervisors and upper-level managers. In other words, employees look to different levels of management to meet different informational and emotional needs. For example, data collected in this study suggest that employees prefer to receive information concerning the entire organization (e.g., policies, plans) from executives at the top, whereas they expect to get information about doing their jobs (e.g., job descriptions, feedback) from their immediate supervisors. Consequently, if these varying communication expectations are met, the result may be that employees and the organization will be affected in somewhat different, yet equally desirable ways (e.g., bolstering employee motivation). Simply put, positively perceived top management communication may contribute most directly to enhancing organization-wide outcomes such as productivity, commitment and trust; while immediate supervisor communication may be strongly related to individual outcomes, such as job satisfaction, job performance and turnover rates. An "Employee-Supervisor-Top Management Communication Outcomes Model," depicted in Figure 1, reflects the thrust of current thought and the limited data available on the subject, and is offered as a possible guide to future research on this topic.

SUGGESTIONS FOR FUTURE RESEARCH

As a field of study just beginning to emerge in the organizational communication literature, top management communication may be researched from various perspectives. Several questions seem particularly compelling today:

(1) Which particular types of top management communication have the greatest impact on various employee and organizational effectiveness outcomes? Are there certain communication behaviors that upper management should stress over others in order to achieve certain organization objectives? This study indicates that top management communication, in general, is positively related to employee satisfaction and performance, but was unable to pinpoint any differing effects among various forms of communication.

(2) Do different aspects of managerial communication (e.g., top management, immediate supervisor) affect employees and the organization in different ways? Should communication at different management levels within an organization be organized and executed in varying ways? This study and prior anecdotal material suggest that employees' communication expectations vary among management levels. Figure 1 outlines this relationship. In it we can see that both "Employee-Top Management Communication" and "Employee-Supervisor Communication" serve to motivate employees in apparently different ways to enhance the organization's effectiveness. Top management effects are seen as organization-related, whereas supervisor effects are seen to

be more individual job-related. A personal talk with the company president, for example, might help to convince a line worker of management's commitment to the employees' well being, and thus influence the worker's productivity.

The simplified model does not reveal other possible intervening and moderating variables which may also influence perceptions, such as organizational structure, size, level, and management philosophy and systems. It is a tentative view, since little empirical evidence exists to support or refute its conceptual foundation.

An approach to isolate these differences could be a test in which different employee groups receive the same information from different levels of management, with researchers then testing the relationships between employees' perceptions of such information and various job and organization measures that may be strongly related to individual outcomes.

(3) What moderating effects, if any, do organizational size, structure, history and product/service foucs have on the top management-employee relationship? Are there any important demographic characteristics of top managers that should be considered in designing communication strategies?

These are a few of the questions that emerge when considering the significance of top management communication. The answers to these and others which will probably emerge with more research may be some time in coming. However, the evidence seen thus far gives strong support to the notion that this will

be a vital area for organizational communication researchers to consider in the future.

NOTES

1. Members of the Management Department, California State University, Fullerton, Managing Business Operations and Organizations (Fullerton, Calif.: Granville W. Hough, 1984), pp. 2-6 to 2-13.

2. Ibid, p. 2-13.

3. For a summary, see J. David Pincus and Robert E. Rayfield, "Organizational Communication and Job Satisfaction: An Analysis of Research and Prospects for Future Study," paper presented to the Western Communications Educators Convention, San Jose, Calif., November 1985.

4. John A. Daly and John T. Korinek, "Organizational Communication: A Review via Operationalizations," in Howard W. Greenbaum and Raymond L. Falcione (eds.), Organizational Communication: Abstracts, Analysis and Overview, Vol. 7 (Beverly Hills, Calif.: Sage, 1982), pp. 11-46.

5. Ibid, pp. 13, 15.

6. James E. Grunig and Todd Hunt, Managing Public Relations (New York: Holt, Rinehart and Winston, 1984), p. 248.

7. F.M. Jablin, "Superior-Subordinate Communication: The State of the Art," Psychological Bulletin, 86(1979):1201-22.

8. G.M. Goldhaber, D.T. Porter, M.P. Yates, and R. Lesniak, "Organizational Communication: 1978 (state-of-the-art)," Human Communication Research 5 (1978): 76-96.

9. V.P. Richmond, J.P. Wagner, and J.C. McCroskey, " The Impact of Perceptions of Leadership Style, Use of Power, and Conflict Management Style on Organizational Outcomes," Communication Quarterly 31 (1983): 27-36.

10. Richard S. Ruch and Ronald Goodman, Image at the Top: Crisis and Renaissance in Corporate Leadership (New York: Free Press, 1983), pp. 14-17; citing A Final Report on the Results from the GM Employee Survey (General Motors Corp., March 1974); Ruch, "Job Satisfaction for Nonskilled Army Plant Employees: A Theoretical Paradigm and Secondary Analysis of Survey Data," Ph.D. dissertation, Rensselar Polytechnic Institute, 1976; Ruch, "A Path Analytic Study of the Structure of Job Satisfaction: The Critical Role of Top Management," Journal of Vocational Behavior 15 (1979):277-93.

11. Ruch and Goodman, p. 17.

12. ibid, p. 16.

13. ibid, p. 17.

14. Chester Barnard, The Functions of the Executive (Cambridge, Massachusetts: Harvard Press, 1938.)

15. S.L. Tubbs & T. Hain. "Managerial Communication and Its Relationship to Total Organizational Effectiveness," paper presented at the Annual Meeting of the Academy of Management, Atlanta, Georgia, 1979.

16. William A. Hamley. "Communicators: Next in the Spotlight," Journal of Organizational Communication No. 4 (1977): 8.

17. William P. Dunk, "An Age of Awareness Spawns New Communications Tools for CEO," Journal of Organizational Communication, April 1978, p. 18.

18. J. Paul Lyet, excerpt of remarks to employee publications conference, cited in "Stand Tall Without Apology," Journal of Communication, April 1978, p. 18.

19. "Our Top People Need Help," Communication World, June/July 1985, p. 63.

20. Irving S.Shapiro, "Managerial Communication: The View from Inside," California Management Review 27:1 (Fall 1984): 157.

21. Lee Iacocca, Iacocca: An Autobiography (New York: Bantam Books, 1984), p. 53.

22. Goldhaber et al., 1978, p. 84.

23. Julie Foehrenbach & Karn Rosenberg, "How Are We Doing?" Journal of Organizational Communication 12:1 (1982): 3-9.

24. "Special Report: Managing Human Resources/1982 -- A Strategy Briefing for Executives by the Opinion Research Corporation, New York City, December 7, 1982," Behavioral Sciences Newsletter, January 10, 1983, p. 1.

25. Larry E. Penley and Brian L. Hawkins, "Communication Consistency as a Factor in the Prediction of Motivation and Performance," paper presented to the Southwestern Academy of Management Convention, Houston, March 1979.

26. George Everly and Raymond Falcione, Perceived Dimensions of Job Satisfaction for Staff Registered Nurses," Nursing Research 35:5 (1976):346-48.

27. Leopold Gruenfeld and Saleem Kassum, "Supervisory Style and Organized Effectiveness in a Pediatric Hospital," Personnel Psychology 26 (1973): 531-544.

28. J. David Pincus and Robert E. Rayfield, "The Emerging Role of Top Management Communication: 'Turning On' Employee Commitment," Personnel Management Communications 28 (October 15, 1985);1293-94.

29. For Job Description Index (JDI), see Patricia C. Smith, Lorne M. Kendall & Charles L. Hulin, The Measurement of Satisfaction in Work and Retirement (Chicago: Rand McNally, 1969); for Communication Satisfaction Questionnaire (CSQ) see Cal W. Downs and Michael D. Hazen, "A Factor Analytic Study of Communication Satisfaction," Journal of Business Communication 14:3 (1977):63-73.

30. J. David Pincus, "Communication Satisfaction, Job Satisfaction and Job Performance," Human Communication Research 12:3(1986):395-419.

31. See Foehrenbach and Rosenberg, 1982; Goldhaber et al., 1978; and "Special Report: Managing Human Resources/1982."

32. John L. Petelle and Kathleen Garthright-Petelle, "Task Characteristics, Structural Characteristics, Organizational Relationships, and Communication Processes: A Contingency Approach to Job Performance," paper, Department of Speech Communication, University of Nebraska-Lincoln, 1985; Janice Knipp, "The Impact of Communication Climate Perceptions on Job Satisfaction: A Survey of Orange County Commercial Banks," M.A. thesis, California State University, Fullerton, 1985.

TABLE 1

MEANS OF COMMUNICATION SATISFACTION SCORES

COMM SATISFACTION DIMENSIONS	UNWEIGHTED MEAN	WEIGHTED MEAN*
Top Management Communication	32.1**	32.8
Organizational Perspective	38.5	41.8
Personal Feedback	43.4	43.6
Communication Climate	46.0	48.4
Media Quality	54.0	55.4
Organizational Integration	59.6	60.9
Subordinate Communication	60.2	60.9
Horizontal Communication	64.1	65.7
Immediate Supervisor Communication	71.5	72.0

* Communication Satisfaction and Communication Importance were combined into importance-weighted satisfaction scores prior to data analysis.

** Possible Scale Range: 0 - 100

TABLE 2

COMMUNICATION SATISFACTION (CS) AND COMMUNICATION IMPORTANCE (CI)

RAW SCORES ON KEY DIMENSIONS

AREA OF EVALUATION	CS	CI	DIFFERENCE
Top Management Communication:			
- Comm. Openness/Honesty	32	84	-52
- Cares About Employees	31	92	-61
- Listens to Employees	33	89	-56
- Comms. Directly With Employees	30	81	-51
- Comm. is Believable	36	86	-50
- Mean Scores for the Area	32	86	54
Immediate Supervisor Comm.			
- Listens and Pays Attention	69	94	-25
- Provides Guidance in Problems	62	92	-30
- Trusts Me	80	96	-16
- Open to Ideas	68	92	-24
- Right Amount of Supervision	77	90	-13
- Mean Scores for Area	71	93	22
Communication With Co-Workers:			
- Grapevine Active	62	44	+22
- Comm. Accurate & Free Flowing	64	89	-25
- People Compatible	72	92	-20
- Informal Comm. Active & Accurate	55	80	-25
- Adaptable to Emergencies	66	91	-25
- Mean Scores for Area	64	79	23

TABLE 3

REPRESENTATIVE SAMPLE OF WRITTEN SUGGESTIONS FOR IMPROVING COMMUNICATION IN ORGANIZATION

- Communication is lacking between top management and the nursing staff. Quite often the "grapevine" is our only real communication.

- They should appoint a "go between" person to eliminate wasted time going through channels between the nursing staff and the administration.

- We don't get information on what's going on here, especially regarding changes.

- We need more meetings. We have to have more direct communication between nurses and upper management. As it stands now, we don't think management is honest with us most of the time.

- A gap exists between management's knowledge of what's happening in the units and what's actually happening. They need to talk to the nursing staff directly and learn the major sources of our discontent.

TABLE 4

CANONICAL CORRELATION ANALYSIS:

COMMUNICATION AND JOB SATISFACTION+

Communication Dimensions	Variate 1	Variate 2	Variate 3
Supervisor Communication	.97*	-.16**	-.01
Communication Climate	.72*	.47	.05
Personal Feedback	.70*	.56*	.05
Organizational Integration	.64*	.41	.06
Media Quality	.62*	.29*	.26*
Top Management Communication	.55*	.78*	-.04
Horizontal Communication	.51*	.10	.79*
Organizational Perspective	.38*	.39*	-.19**

* p<.001
** p<.05

\+ A structure matrix was used to reduce the problem of intercorrelated predictors by interpreting the correlations of the standardized original variables with the canonical variates.

TABLE 5

CANONICAL CORRELATION ANALYSIS:

COMMUNICATION AND JOB PERFORMANCE+

Communication Dimensions	Variate Number One
Supervisor Communication	.83*
Communication Climate	.75*
Media Quality	.75*
Organizational Integration	.71*
Personal Feedback	.68*
Top Management Communication	.64*
Horizontal Communication	.45*
Organizational Perspective	.29*

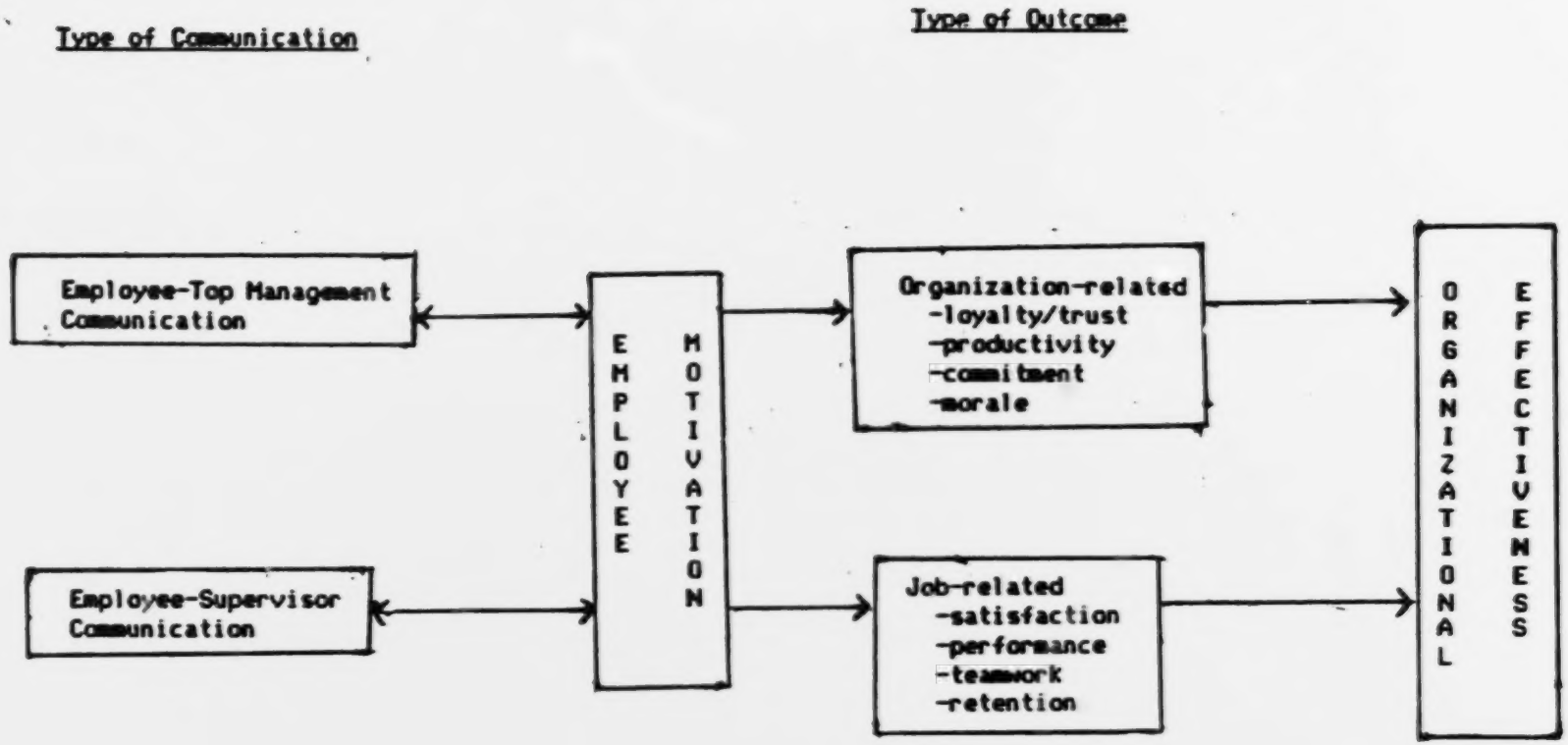
* $p<.001$

+ A structure matrix was used to reduce the problem of intercorrelated predictors by interpreting the correlations of the standardized original variables with the canonical variates.

FIGURE 1

EMPLOYEE-SUPERVISOR-TOP MANAGEMENT

COMMUNICATION OUTCOMES MODEL



BEST COPY AVAILABLE